MISSION STATEMENT

The mission of the Office of Admissions is to promote the University of Utah and higher education in a positive, honest, informed, and personalized manner. The Office of Admissions strives to recruit a diverse and talented student body that reflects the University’s standard of excellence in all disciplines and mission as the flagship institution for Utah. Additionally, it has the responsibility to accurately represent the programs, policies, and the identity of the University while evaluating student admissions and residency applications in a confidential, secure, efficient, and student-oriented way.

Our mission is accomplished by:

- Representing the University through aggressive recruitment and outreach plans both off campus and in communities throughout Utah and the world as well as through innovative and welcoming campus visit programs.
- Formulating relationships with high school counselors and other educators as well as key stakeholders to meet the goals of the University’s Strategic Academic Enrollment Plan (SAEP).
- Partnering with other University programs and department/offices to do outreach and ensure access to all communities of the state of Utah and to bring in a diverse and talent student body that will find personal success and graduate from the University.
- Holistically reviewing admission applications in a fair and consistent matter as approved and guided by the Credit and Admissions committee.
- Evaluating transcripts and processing all degree seeking applications.
- Notifying all applicants of their admission status in an efficient and timely manner.
- Determining students’ residency status for tuition purposes.
- Evaluating, articulating and posting transfer credit from other institutions in a concise and transparent manner.
- Evaluating and posting credit by examination (e.g. AP, IB, CLEP, Challenge, language and other special credit).

I. Key Activities

**Brand Awareness:** Due to the office’s role in working with prospective students and families, high schools, as well as community organizations, we strive for consistent and centralized messaging that upholds the branding standards set forth by the University, while strategically expanding the University’s footprint to areas where our brand is not as strong or has not been established.

**Class Shaping:** The Office of Admissions invests a significant amount of effort and financial resources towards the recruitment of diverse and talented students. These efforts are designed to ensure access, increase the academic and talent profile of entering students as well as ensure economic sustainability. These efforts include, but are not limited to, in-state and out-of-state recruitment activities, campus programs, and marketing and communication.
Campus Experience: As the "front door" to the University, the office strives to make sure that every interaction is at a standard that makes a strong impression on those we interact with—whether by phone, e-mail or in person. The office provides opportunities for campus visitors to have a first-rate experience that showcases the numerous opportunities available to prospective students and families and demonstrates to them why they should consider the University of Utah.

Seamless Navigation: The office continues to review and update its processes as a way to eliminate unnecessary hurdles and strives for clear and concise instructions and expectations for important admissions-related processes (e.g. admissions applications, scholarship consideration, Honors selection, residency classification, transfer credit evaluation, etc.)

II. Goals

Below represents seven overarching office-wide goals that encompass the expressed key activities: brand awareness; class shaping; campus experience; and seamless navigation.

Goal #1: To develop and implement a robust and segmented communications plan targeting key student populations (Ex: high school students, high achieving, diversity, women, international, transfers, veterans and returning students).

Outcome 1a: Increase the number of students that demonstrate interest in apply to and enrolling at the University of Utah.

Key Activity: Class Shaping & Brand Awareness
Alignment: 3c

Assessment for Goal #1:

Communications (2014-15 recruitments cycle) were sent to prospective students, high school counselors, and alumni and parent volunteers. Our main audience included the following four groups of high school seniors: high achieving, diversity, women, and general populations.

All audiences received a variety of communications through email, print, web and social media. Fall communications to prospective students focused heavily on the December 1 priority application date and included viewbooks, freshman and transfer travel brochures, Facebook posts, on and off campus events (e.g. Bringing the U to You and Connecting U events) and reminder emails. Spring communications focused on the value proposition of the University and the next steps after admissions and our “yield” events. Among these communications were our yield books; this year we provided a fourth version for students who did not fall under the umbrella of any of the other three target populations of high achieving, diverse, and female students.

High school counselors received monthly newsletters from September to May, as well as a postcard and emails regarding our annual Counselor Conference.
Between July 1, 2014 and June 30, 2015 approximately 225 unique emails were sent. Our open rates ranged from 30% to 70% for freshmen and 50% to 90% for transfers (well above national averages for e-mail communications).

**Calling campaigns and chat events** were conducted to move students through the admissions funnel. Multiple calling campaigns and chat events were developed to target: (1) freshman applicants with missing application documents (e.g. test scores, transcripts); (2) juniors and seniors in the Bringing the You to U geographic regions; (3) admitted scholarship students who did not pay the enrollment deposit by May 1; (4) Access U program invitees who have not registered for the event reception; and (5) registered guests for the Red, White and U event. Each calling campaign was intended to create a “call to action” for the target audience; such as to complete an admissions application, pay the enrollment deposit, or participate in an admissions program/event. The chat events were held in the spring and focused on helping students to complete their admissions application and to assist admitted students with their next steps (e.g. housing, financial aid, enrollment deposit, orientation, etc.).

The following section outlines the calling campaigns and chat events conducted throughout the 2014-15 admissions cycle, the target population and data on the outcome of these efforts. Note that “success” in each of the campaigns means that the caller spoke with either the student or a parent.

**Calling Campaign Data:**

1. **Freshman Applicants with missing test scores and/or transcripts:**
   - Targeted audience: students who applied for admissions with missing test scores and/or transcripts by the December 1, February 1 and April 1 admissions deadlines.
   - Total contacts: 1508
   - Total called: 275
   - Completed calls: 83
   - Success: 60
2. **Bringing the U to You registration invite:**
   - Target audience: juniors and seniors from Dallas, Denver, Houston, and Santa Clara areas.
   - Total contacts: 928
   - Total called: 212
   - Completed calls: 50
   - Success: 30
3. **Admitted students who have not paid the May 1 enrollment deposit:**
   - Targeted audience: students who have accepted scholarships but have not paid the enrollment deposit.
   - Total contacts: 392
   - Total called: 372
   - Completed calls: 126
   - Success: 90
4. **Access U Program Reception:**
   - Targeted audience: students invited to the Access U Program, but not registered.
   - Total contacts: 57
   - Total called: 57 (100%)
Completed calls: 14  
Success: 14

5. Red, White and U registration reminder:  
Targeted audience: students who registered for the Red, White and U event. Follow up call to remind students about event details and to answer questions.
Total contacts: 740  
Total called: 559  
Completed calls: 199  
Success: 143

Chat Event Data:  
Targeted audience: seniors who inquiring about the U, applying for admissions or admitted students who have questions about their next steps.
1. Chat Event, February 19  
Attendees: 17
2. Chat Event, March 5  
Attendees: 30
3. Chat Event, March 23  
Attendees: 3
4. Chat Event, April 4  
Attendees: 43
5. Chat Event, April 28  
Attendees: 32

Goal #2:  
To strategically increase our recruitment footprint by identifying and engaging new market areas domestically and internationally.

Outcome 2a: Increase the number of students that demonstrate interest in, apply to and enroll in the University of Utah.

Key Activity: Class shaping & Brand Awareness  
Alignment: 3c

Assessment for Goal #2:

Recruitment travel, location, and time were consistent with our recruitment efforts in the previous year due to budget and staffing transitions. We experienced some expansion in our recruitment travel through the addition of one week of travel to Chicago, IL in the spring. We also participated in additional spring recruitment events including the NACAC fair in Tucson, AZ, the Out-of-State College Fairs in Los Angeles, CA, and the AVID/Diversity fair in Denver, CO. On a local level, we accompanied the Office of Engagement on three trips to the Duchesne and Vernal area to meet with Ute tribal leaders to coordinate recruitment efforts that align with the MOU agreement. An information session and application workshop was held for Native American students from Uintah, Uintah River and Union High Schools. We experienced modest growth in the expansion of our recruitment footprint in new markets, which has allowed our territory managers to be more effective, strategic and aggressive in our existing markets.
**Bringing The U To You** is our twice-annual regional recruitment program where we take the best the U has to offer on the road to expose the U to students from out-of-state who may not have the opportunity to visit, and to foster and strengthen connections with the Salt Lake City community.

Programs held in the fall are exclusively out-of-state. In October and November 2014, we visited San Diego, Los Angeles and Santa Clara, CA; Dallas and Houston, TX; and Denver, CO. Collectively, a total of 47 students plus 52 additional guests attended our six programs in Fall 2014. Of that, 14 students deposited for either Spring 2015 or Fall 2015 semesters and 10 enrolled (21% yield). We haven’t been hosting these events for long so it is still too soon to determine ROI on these.

In the Spring semester, Bringing the U To You shifts to a Utah-centered program, with events in Provo, Ogden, West Jordan, and St. George. New this year, as an effort to build ties in the neighborhood and reach out to more under-represented students, we added a program in the Glendale/Rose Park Neighborhood, in the Sorenson Unity Center. Collectively, a total of 163 students and 148 guests attended the five programs. Of that, 59 students deposited for the Fall 2015 semester and 46 enrolled. Nearly half of the 163 students were high school sophomores or juniors. Similar to the fall events it is too early to determine ROI.

**Enrollment Funnel Synopsis** (see Appendix A)

This year we experienced growth in most areas of our entering class as compared to fall 2014. **New first-year student** highlights include:

- Increases in the total number of inquiries (7,609/19%), applications (686/6%), admits (524/6%), and enrolled (594/24%)
- While there were increases in the number of women who inquired, applied and were admitted, we saw a significant rise in the number of women who enrolled (374/29%). First year men also experienced increases in enrollment (200/17%).
- There were 171(23%) additional domestic racial/ethnic underrepresented students who enrolled this year. We had enrollment increases in all student groups—American Indian/Alaskan Native (8/80%), Asian (50/31%), Hispanic/Latino (69/19%), Multi-Racial (39/26%), and Native Hawaiian/Other Pacific Islander (9/45%)—except for Black/African American students.
- With regards to geographic distribution, there were increases Utah students who applied (768/11%), were admitted (590/10%), and enrolled (527/26%). Similar gains were seen in students coming from outside of Utah as well with increases in the number of applicants (1416/57%), admits (1052/50%), and enrolled (314/79%).

**New transfer student** highlights include:

- Increases in the total number of applications (348/10%), admits (219/8%), and enrolled (363/27%).
- While there were increases in the number of women who inquired, applied and were admitted, we saw a significant rise in the number of women who enrolled (157/28%). First year men also experienced increases in enrollment (128/17%).
- There were 125(53%) additional domestic racial/ethnic underrepresented students who enrolled this year. We had enrollment increases in all student groups—American Indian/Alaskan Native (2/22%), Asian (4/11%), Black/African American (8/57%),
Hispanic/Latino (69/51%), Multi-Racial (41/108%), and Native Hawaiian/Other Pacific Islander (3/50%).

- With regards to geographic distribution, there were increases Utah students who applied (259/10%), were admitted (152/7%), and enrolled (337/27%). Similar gains were seen in students coming from outside of Utah as well with increases in the number of applicants (89/12%), admits (67/16%), and enrolled (26/29%).

**Veteran student** highlights include:
- Increases in the total number of admits (24/11%) and deposits (8/5%).

*Goal #3:* To better engage, utilize and increase alumni/parent participation in recruitment efforts within existing market areas, as well as expanding and activating alumni in areas where we do not have a presence.

**Outcome 3a:** Increase the number of students that demonstrate interest in, apply to and enroll in the University of Utah.

**Key Activity:** Class shaping & Brand Awareness
**Alignment:** 3c

**Assessment for Goal #3:**

**The Alumni and Parent Volunteers** team provided more opportunities for alumni to participate in college fair in all of our travel states (e.g. ID, OR, WA, CA, NV, AZ, TX, CO, IL). An online registration system was created for Alumni to sign up for fairs and to complete an online training module in preparation for the college fairs. The Chicago chapter has increased their participation in our recruitment efforts this year by hosting an admitted student reception. Direct training was provided to alumni in California and Texas. Overall, we have experienced solid growth and activity in the recruitment activity within our alumni and parent volunteer recruitment area.

Once again, our Alumni and Parent Volunteers team organized a calling campaign for the Honors College, which entailed the use of alumni calls to Honors College admits who have not paid the enrollment deposit. There were 75 freshmen included in the calling campaign with 65 being called. Of those called, 27 calls were completed (meaning a message was left) and 16 callers spoke directly with the student or parent.

New this year, alumni from all over the country participated in the Postcards of Pride Campaign, which allowed them to send personalized postcards written by alumni and parent volunteers to admitted students. A total of 419 admitted freshmen received the postcard and 152 deposited, with 122 enrolled. This effort was assisted by grant funding from the Parent Association.

*Goal #4:* To strengthen and increase communication with groups across campus to send college and/or department specific communications to prospective students.
Outcome 4a: Creation of consistent and mutually reinforced messaging about admissions, departmental and/or college processes and offerings.

Outcome 4b: Earlier and increased connectivity between prospective students and college and/or department.

Key Activity: Class shaping & Brand Awareness

Assessment for Goal #4:

Communications: The Office of Admissions communication team hosted three marketing and communication trainings for campus partners, which resulted in 60-65 representatives from 20-25 departments. We also developed a webpage, admissions.utah.edu/partners.php, where our partners can see examples of the communications we send out as well as request assistance in sending their own communications. During the 2014-15 year, the communication team worked with 15 campus departments and sent out 63 unique communications. The majority of these communications were sent through email, though Biomedical Engineering and Center for New Student and Family Programs also sent print communications.

We completed two new calling campaigns with the College of Social & Behavioral Science (CSBS) and CESA. The CSBS calling campaigns (4) were follow-ups to emails sent previously, and aimed to get students to declare a major in the college earlier. CESA’s campaign reached out to denied students and let them know of opportunities for sponsorship, should they choose to appeal their admissions decision.

Departments we worked with and number of unique communications for each:
- College of Engineering (10)
- College of Social & Behavioral Science (8)
- CESA (1)
- Business Scholars (3)
- College of Science (3)
- LEAP (2)
- Honors (2)
- Housing and Residential Education (5)
- Financial Aid & Scholarships (4)
- First Ascent Scholars (1)
- Marching Band (4)
- ACCESS program (1)
- Orientation (17)
- Diversity Scholars (1)
- College of Law — Passageways to Law (1)

Recruitment: Our recruitment team has worked with multiple departments on campus to recruit students with specific backgrounds and interests to the University of Utah. We coordinated a Transfer Day in the spring at Salt Lake Community College Taylorsville Campus that involved University College, College of Engineering, School of Business, College of Social Work, and School of Architecture. We provided multiple information sessions for the Office for Student Equity and Diversity during their Pacific Islander Student Association, Asian American Student Association, Black Student Union, and Movimiento Chicana/o de Aztlan (MeChA) high school conferences. We also partnered
with the Office of Engagement on three trips to the Vernal and Duchesne area to meet with tribal leaders. Through these meetings, we were able to coordinate an information session and application workshop for Native American students at Uintah River High School. We partnered with the Lassonde Studios staff to provide an admissions presentation to refugee students who were hosted on campus. Our Chat Events included representatives from housing, Orientation and New Student Programs, Financial Aid, Scholarships and the Honors College. We also attended all senior Decision Day events coordinated by the Utah College Advising Corps at the following high schools: East, West, Highland, Cottonwood, Granger, Hunter, Kearns, Cyprus, Hillcrest, West Jordan, and Pineview. Lastly, we participated in the University Neighborhood Partners event in Glendale in an effort to provide admissions information to students and their families.

Our recruitment programs would not be possible without the help, assistance, and cooperation of our campus partners. Over the course of this past year, we hosted 16 programs that involved campus partners in some shape or form, ranging from various academic units helping with Bringing The U To You and Red White & U, to student service and success units helping at Connecting U, as well as Red White & U, and Bringing The U To You. A total of 23 student services and 15 academic units assisted with our programs.

**Graduate Admissions:** This past year, our Graduate/Residency staff serviced many requests from other agencies and academic programs for training on issues related to graduate admissions and to residency for tuition purposes. A training round table was held for all staff and faculty members that work directly with graduate admissions within their respective department. The Graduate Admissions Round Table featured discussions with the Dean and Associate Dean of the Graduate School along with training sessions on the ApplyYourself online graduate admissions application, graduate admissions processes for domestic and international applicants, and residency policy. Invitations went out to Department Chairs, Directors of Graduate Admissions and administrative staff support working with more than 100 graduate programs. In addition, training materials developed for this training round table were posted to our website for continuous use by academic departments/programs.

Our Graduate Admissions team worked directly with the Associate Dean of the Graduate School to set up an electronic process for the members of the Graduate Admissions Committee to review admissions files electronically. Developing this automated process has assisted in getting committee files reviewed much quicker and enhanced collaboration between our offices.

Staff members were also invited to the fall 2014 meeting of GAPA on campus to share admissions information to graduate academic advisors.

**Residency:** Staff members did a number of residency presentations in the past year, which included:

- 2014 and 2015 summer New Student Orientations – we presented about 10 different sessions in each processing year of 2014 and 2015.
- Physical Therapy Interview Day – did presentations on residency for prospective graduate students.
- Occupational Therapy residency table – did residency presentations for prospective graduate students.
• Law School Orientation – worked a table for 1st year students to share information on how to qualify for residency.
• Debate Club presentation on residency qualifications.
• Business Scholars presentation on residency requirements.
• New Student Orientation sessions over the months of June and July
• Residency training for the Office of Financial Aid and Scholarships
• Survey feedback included comments such as:
  > “Very informative and answered all the questions and concerns I had.”
  > “Tons of information.”
  > “Important information was supplied that I needed to know and I had no questions after.”
  > “Gave me information I needed to declare residency. Very helpful.”

**Goal #5:** To produce dynamic, innovative and engaging recruitment and yield programs, and campus tours and visits so that prospective students can imagine themselves at the University of Utah.

**Outcome 5a:** Attendees will demonstrate interest in, apply to and enroll in the University of Utah.

**Outcome 5b:** Increase participation in on-campus recruitment events, and campus visits and tours. - Yield by program type

**Key Activity:** Campus Experience & Brand Awareness

**Assessment for Goal #5:**

**Daily Campus Tours** are the primary way prospective students and parents get exposed to the University of Utah. A total of 2,689 students and 3,093 parents/guests attended tours between July 1, 2014, and June 30, 2015. A total of 2,211 evaluations were collected, with nearly 80% of students indicating they are more likely to apply or attend following their campus tour. 85% of respondents were freshmen students.

This year involved a major restructuring of the campus tour route and the format. The new Student Life Center was added to our tour route in March 2015, and tour group sizes were decreased, from an average of 40 attendees in a group with two ambassadors, to now no more than 12-15 attendees in a group with a single University Ambassador. Group Tours allow for groups of students and chaperones from a specific school to attend and participate in a campus tour. The majority of students attending Group Tours are from under-represented and disadvantaged backgrounds and we found this provided them their first exposure to a collegiate environment. A total of 2,971 students attended between July 1, 2014 and June 30, 2015.

**Connecting U Days** provides prospective students and parents the opportunity to visit the University of Utah campus, receive updates on the admissions and financial aid/scholarship processes, as well as learn more about the first-year student programs and student support offices on campus through featured breakout sessions. Attendees also have the opportunity to participate in a campus tour. A total of 516 students attended five Connecting U programs held between September and November 2014, nearly doubled
from the 284 students who attended in 2013. Of the students who were looking to begin
at the U in 2015, 420 applied, 404 were admitted, 262 deposited, and 215 enrolled. A
total of 214 evaluations were collected among the five programs, of those evaluations,
more than 90% of attendees indicated they are more likely to apply to the U, and 82% of
attendees indicated the breakout sessions were very helpful in identifying ways to get
connected to learning communities and campus resources.

Red White & U is our annual “admitted student day”, where admitted freshmen and their
parents have the chance to interact on a deeper level with our campus partners and
community. This event provides students and parents the opportunity to visit the
University of Utah campus, learn about first-year programs, meet current students,
participate in activities and go on an optional tour of campus, housing, the library and the
Student Life Center. RWU also provides students with the opportunity to meet with
academic departments and view their facilities. In addition, many of the student support
and student life services hosted info sessions to showcase their services. New this year
was the program’s relocation to the Huntsman Center, and a complete overhaul of the
agenda that allowed students to spend the afternoon with the academic area of their
choice. A total of 549 admitted students and 641 guests attended the program. A total of
473 students deposited and 431 of those ultimately enrolled at the U. We collected 305
evaluations among both parents and students. Over 58% of respondents felt the overall
program was outstanding and 41.24% provided a good rating, and over 98% indicated
their interest in the U increased after attending. See Appendix B

Bringing The U To You is our twice-annual regional recruitment program where we
take the best the U has to offer on the road to expose the U to students from out-of-state
who may not have the opportunity to visit, and to foster and strengthen connections with
the Salt Lake City Community. A total of ten programs were held this past year with 210
students and 200 parents/guests attending. Of those figures, 72 deposited for Spring or
Fall 2015, with nearly 80 students being high school sophomores or juniors.

Scholarship Reception is centered on admitted students who have received top
scholarships from the U, celebrates their accomplishments, and allows attendees to
mingle with deans, faculty, staff and current students from different departments. A total
of 101 students and 170 parents/guests attended. Of those students who attended, 96
deposited and 75 enrolled at the U.

Counselor Conference is held each fall and brings together high school guidance
counselors from around the State of Utah to campus to receive important updates
regarding admissions, scholarships and financial aid, residency classification, and our
various student success services. A certificate of continuing education is provided to
attendees. A total of 202 counselors attended the program in Fall 2014 compared to the
220 that attended in 2013. A total of 126 evaluations were collected, of those
evaluations, 59% of attendees indicated the event met their expectations, and 60%
indicated that university representatives provided answers to questions that also met
expectations.

Goal #6: To implement new technologies (ex: document management workflow
solution) that enhance admissions operations, functions and data.
Outcome 6a:  Gained efficiencies in preparation and evaluation of files, thus decreasing inquires and providing a faster turnaround time on applicant decisions to students and departments.

Outcome 6b:  Increased communication with prospective students at key points in the application process will lessen response time to students regarding application status.

Outcome 6c:  Departments will have timely and accurate admissions information to make data-informed decision.

Key Activity:  Campus Experience & Seamless Navigation

Assessment for Goal #6:

**Document Management:** This year we led a thorough RFP search for an enterprise document management system that would meet the needs of the Office of Admissions as well as the greater University, ultimately selecting and purchasing Hyland OnBase software. Implementation is scheduled to start with our Graduate/Residency area this fall and then to be systematically applied throughout our units with the purpose of streamlining our data entry and evaluation processes and relieving us of paper files. We have been evaluating our current processes in preparation to implement this new workflow.

**Recruitment:** Two systems are simultaneously used to track campus tours and recruitment programs: Hobsons Connect and Microsoft Excel. Following each tour/event, numerical attendance data is entered into an Excel spreadsheet, which totals events monthly and yearly, and also provides monthly and yearly comparison figures. This is useful for examining trends, popular times of year, and other forecasting methods in favor of scheduling, facilities, etc. Within Hobsons Connect, attendance records are updated and changed to accurately reflect who actually attended a program vs who did not. Any walk-ins are also entered. This is useful for running reports to determine effectiveness and return on investment for tours and events.

The recruitment team also utilizes data from SharePoint and historical and qualitative data collected over time by previous admissions counselors to assist in their recruitment decisions. Each territory may also provide various data and information through the state, school districts, high schools, admissions organizations (i.e., ACACs) or historical data that is utilized when coordinating and executing recruitment efforts in a territory.

**Communications:** This past year the communications team began working with an application called Smartsheets to organize and track our communications from conception to execution. The idea is to have a cloud-based version of our communications plan that can be viewed and/or updated by as many people/departments as we grant access to it, while giving our internal communications team a tool to make sure we are meeting deadlines and not letting any communications fall through the cracks. We are still working on setup of the application so it functions optimally for our use, but the initial results are promising.
**Goal #7:** Provide on-going training for full-time and part-time staff that enhances area knowledge, strengthens technical skills, and promotes communication and collaboration.

**Outcome 7a:** Utilization of data and best practices in decision-making processes.

**Outcome 7b:** Increased level of competent and professional service to customers and colleagues.

**Key Activity:** Campus Experience & Seamless Navigation

**Alignment:** 2d, 8c, 8e

**Assessment for Goal #7:**

**Admissions trainings:** All Office of Admissions staff participates in annual office-wide trainings with the intent to educate our units on the work done in other areas of Admissions and to foster a sense of collaboration between units. This summer, all units in our office created and presented information on their areas and attended the presentations for all seven admissions units: Marketing and Communications, Recruitment, Campus Experience, Undergraduate Domestic Operations, International Operations, Graduate and Residency Operations, and Systems.

**Departmental trainings:** The recruitment team participated in an extensive campus-wide departmental and university program trainings. Departmental trainings were intended to help our recruitment team learn more about their academic programs, admissions requirements, support services, student narratives, faculty endeavors, scholarships, internships, graduation rates, job placement, etc. Our recruitment team completed departmental training with the School of Business, College of Engineering, College of Science, College of Mines and Earth Sciences, College of Social and Behavioral Sciences, College of Social Work, College of Health, College of Humanities, College of Fine Arts, College of Nursing, and the Honors College. The training was comprehensive and covered training on all the major and minors that we currently offer.

**University Program trainings:** University program trainings were designed for the recruitment team to learn about the support services, academic and research opportunities, campus involvement opportunities, and financial support for our undergraduate students. Our recruitment team participated in discussion panels that featured the following programs: Financial Aid, Scholarships, University College, LGBT Resource Center, Women’s Resource Center, Center for Ethnic Student Affairs (CESA), Center for Disability Services, American Indian Resource Center (AIRC), Student Success Advocates program, Block U, New University Scholars Program, LEAP, Undergraduate Research Opportunities Program, Marriott Library, Trio Services, Utah College Advising Corps, Beacon Scholars, Gear Up, Lowell Bennion Community Service Center, MUSE, Greek Council, ASUU, Union Programming Council, Office of Global Engagement, Veteran Support Center, and the Air Force ROTC.

**Manual creation:** Our operations units focused on updating existing and creating new training manuals for all processes within our office. These manuals were created to aid in training new staff, cross-training existing employees, and knowledge sharing among teams to ensure standardized and efficient practices.
III. Plan for the future

a. Anticipated challenges.

1. Managing the demands of the University of Utah Asia Campus (UAC), as well as the expectations of stakeholders on the Main Campus is a challenge. One example lies with the international admissions team and questioning by academic departments regarding how international credentials are evaluated and the time it takes to thoroughly review international applications.

2. Many of the office goals rely on strong partnership and collaboration with University departments, colleges, and offices within throughout the University. Without collaboration, any effort will be disjointed and will not likely yield the results we anticipate. As these partnerships and collaborations flourish, we anticipate the operations workload will increase. It is only with careful planning, communication and coordination that the benefits will outweigh the additional workload. Additionally, as admissions data becomes more readily available to external departments there will likely be increased requests for this information. However, without new resources it will be difficult to meet the demand.

3. The Office of Admissions is in a unique position as our efforts fall in the intersection of all University areas. Although we are housed with the Division of Student Affairs, we are heavily influenced by Academic Affairs, the President’s Office, and other areas that determine the strategic direction of the University. This presents a unique challenge in that our efforts often conflict with Student Affairs funding models and strategic objectives. We also receive unparalleled scrutiny and unexpected external influence that requires flexibility, patience and motivation.

b. Anticipated opportunities.

1. There are tremendous opportunities for the Office of Admissions, which include more coordination and collaboration with campus units, international opportunities through our Global presence, as well as and better customer service via a new workflow solution.

2. One perception of campus is that we are a large, bureaucratic institution that does not communicate its messages well. With greater coordination among campus units, we can help reduce this perception and begin to demonstrate a consistent and unified message.

3. Expanding our presence in markets nationally and globally is an opportunity that we have already begun but wish to enhance. In finding new markets and augmenting efforts in current markets, the campus has more chances to shape the entering class and enroll students that are more diverse, more academically prepared and receptive to participating in retention and transformative educational experiences; thus, meeting a key goal of the overall enrollment strategic plan. Additionally, the UAC
will give main campus students opportunities to participate in unique learning experiences abroad. Subsequently, offering another highly visible opportunity for the U. in an increasingly more competitive marketplace.

4. The implementation of robust document management is a major step forward in admissions operations that will significantly increase efficiencies, provide quicker and more readily accessible data to external University departments and will allow for technologically advanced user experiences that match what is offered at competitor institutions.

c. Any grants or contacts you have received and it how compares to the previous year.

This year, our office was granted the $2,000 Parent Fund Award to use toward completion of our Postcards of Pride Campaign. This campaign enabled alumni from all over the country to send postcards to admitted students as part of our recruitment effort.

d. Any gifts/new revenue. Not applicable as none received.

IV. Staff Excellence

a. Professionalism.

Office of Admissions staff participated in regional, national and local conferences, seminars and colloquia. These opportunities helped to enhance the breadth and depth of technical skills of the office leadership, which in turn will advance and ignite more innovation across the entire office.

July 2014 Conference on Adult Learner: Enrollment Management, Director
July 2014 Hobson’s University, Systems Team
July 2014 ACT Enrollment Planners, Associate Director for Recruitment
July 2014 Conference on Adult Learner Enrollment Mgmt, Director
August 2014 Utah Council, Recruitment Team
September 2014 NACAC, Director and Associate Director
December 2014 UofU Stdt Affairs Exempt and Non-Exempt Retreats, All Staff
January 2015 AACRAO Winter Institute, International Operations Team
March 2015 HUEG 2014, Systems Team
March 2015 Utah ACT State, Assistant Director for Recruitment
April 2015 AACRAO, Director, Associate Directors
April 2015 Utah Board of International Education, International Operations
May 2015 SuperACAC, Director, Associate Director, Recruitment Team
May 2015 NAFSA, Associate Director for International Operations
June 2015 CiVSA, Assistant Director for Campus Experience
June 2015 ACAOPU, Director
June 2015 UACRAO, members of Operations and Recruitment team

b. Recruitment and retention of highly qualified staff.

The departure of one of our outstanding Associate Directors and the upcoming retirement of another has given the Office of Admissions a unique chance to create opportunities for growth and advancement for our staff. Senior Management also made a significant effort
to stretch the organizational chart to provide new professional opportunities and to retain
the best employees. As a result, we reclassified vacant positions and created two
Assistant Supervisor positions in our Operations area, three Senior Admissions
Counselors to act in supervisory roles, and two new Assistant Directors for our office.
The qualified employees who received advancements in our office due to these new
positions are: Courtney Young, Cynthia Hottes, Dallas Nelson, Melissa Ingraham, Jan
Bents, Patrick Jones, and Kaitlin Lindsey. Most of these positions were finalized in the
spring and summer of 2015 so the results are still TBD.

c. Retirements, new hires, and accomplishments

Retirements
Johansen, Su’Ann (December 15, 2015)

New Hires (Full-time employees hired in the last fiscal year)
Brown, Salote
Buffington, Ann
Carr, Rayshaw
Carrillo, Ryan
Cathey, Rachel
Clawson, Teri
Clough, Brittany
Copeland, Ryan
Davis, Rebecca
Falk, Rachel
Ingraham, Melissa
Kirkessner, Scott
Matisohn, Katie
McNeil, Madalena
Miller, Zachary
Newman, Sarah
Schroeder, Elizabeth
Stelbotsky, Brian
Tamashiro, Vanessa
Thompson, Maria
Torres, Rocio

Significant Office Accomplishments

✓ Significant increase in residency reclassification applications for 2015 compared to 2014
   (see Appendix C).
✓ Expanding markets through UAC and main campus international travel. Our office has
   outlined comprehensive recruitment travel through Asia (UAC) and Latin America (main
   campus).
✓ Significant increase in UAC applications and enrolled student attendance (see Appendix
   D).
✓ Continued strong partnerships with campus departments and offices including the Office
   of Global Engagement, Office for Student Equity and Diversity, Academic Senate, and
   local and International high schools and organizations.
Created a customized web portal for Alumni and parent volunteers, where they could indicate their volunteer interests, request materials, and sign up for college fairs in their area.

d. Awards/Degrees

<table>
<thead>
<tr>
<th>Name</th>
<th>Award Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johansen, Su'Ann</td>
<td>Utah Association of Collegiate Registrars and Admissions Officers Service Award</td>
</tr>
<tr>
<td>Swanigan, Nakita</td>
<td>Completion of Student Affairs Diversity Training, University of Utah</td>
</tr>
<tr>
<td>Hottes, Julie</td>
<td>Master of Business Administration, University of Utah</td>
</tr>
</tbody>
</table>

e. Committees

<table>
<thead>
<tr>
<th>Name</th>
<th>Committee/Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>López, Matthew</td>
<td>U of U Credits and Admissions Committee, Ex Officio</td>
</tr>
<tr>
<td></td>
<td>U of U Asia Campus Leadership Team, Member</td>
</tr>
<tr>
<td></td>
<td>UIT University Student Support Services Portfolio, Member</td>
</tr>
<tr>
<td></td>
<td>U of U Online Advisory Committee, Member</td>
</tr>
<tr>
<td></td>
<td>U of U Commencement Official, Member</td>
</tr>
<tr>
<td></td>
<td>U of U Prospective Student Marketing Committee, Member</td>
</tr>
<tr>
<td></td>
<td>Utah State Residency Officers Committee, Member</td>
</tr>
<tr>
<td></td>
<td>University Neighborhood Partners Board of Advisors</td>
</tr>
<tr>
<td></td>
<td>Rocky Mountain Association of College Admissions Counseling (RMACAC), Exec. Board Member</td>
</tr>
<tr>
<td></td>
<td>RMACAC Admissions Counseling Admissions Practices Committee, Co-Chair</td>
</tr>
<tr>
<td></td>
<td>Rocky Mountain Association of College Admissions Counseling, Mentor</td>
</tr>
<tr>
<td></td>
<td>National Association of College Admissions Counseling, University Regional Delegate</td>
</tr>
<tr>
<td></td>
<td>Association of Chief Admissions Officers at Public Universities, President Elect</td>
</tr>
<tr>
<td>Edmonston, Emily</td>
<td>Utah Board of International Educators, Chair</td>
</tr>
<tr>
<td></td>
<td>National Association of Foreign Student Advisers, Utah State Representative</td>
</tr>
<tr>
<td></td>
<td>University Student Apartments Advisory Committee, Member</td>
</tr>
<tr>
<td>Clawson, Teri</td>
<td>Utah Association of Collegiate Registrars and Admissions Officers Conference Committee, Member</td>
</tr>
<tr>
<td></td>
<td>U of U Transfer Task Force Committee, Co-Chair</td>
</tr>
<tr>
<td>Patel, Rachana</td>
<td>U of U Student Affairs Diversity Council, Member</td>
</tr>
<tr>
<td>Cathey, Rachel</td>
<td>U of U SANE Professional Development Committee, Member</td>
</tr>
<tr>
<td>Buffington, Ann</td>
<td>U of U Student Affairs Professional Development Committee, Member</td>
</tr>
<tr>
<td>Johansen, Su’Ann</td>
<td>Utah State Residency Officers Committee, Member</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Remsburg, Mateo</td>
<td>Rocky Mountain Association for College Admissions</td>
</tr>
<tr>
<td></td>
<td>Counseling Utah College Fair Planning Committee,</td>
</tr>
<tr>
<td></td>
<td>Member</td>
</tr>
<tr>
<td></td>
<td>University of Utah Beehive Honor Society Board,</td>
</tr>
<tr>
<td></td>
<td>Member</td>
</tr>
<tr>
<td>Peterson, Paul</td>
<td>University of Utah Staff Council, Legislative</td>
</tr>
<tr>
<td></td>
<td>Committee Chair</td>
</tr>
<tr>
<td></td>
<td>U for Higher Education, Member</td>
</tr>
<tr>
<td></td>
<td>Utah Higher Education Staff Association, Member</td>
</tr>
</tbody>
</table>

f. Presentations and publications


**Bents, Jan, Jones, Patrick, & Lee, Jessica** (2015, May). *Best Advice We (N)ever Received.* Presentation at the Super ACAC Conference, Reno, NV.

**Taylor, Todd** (2015, June). *I’m Coming to College, Just Not Now.* Presentation at the UACRAO Conference, Ogden, UT.


**Kirkessner, Scott & Gromatsky, K.** (2015, June). *We Need to Talk: Best Delivery of Constructive Criticism.* Presentation at the Collegiate Information Visitor Services Association Annual Conference, Nashville, TN.

**Kirkessner, Scott, Gromatsky, K., & Teply, A.** (2015, June). *Let’s Hit the Road: Planning Regional Programs and Involving Your Students.* Presentation at the Collegiate Information Visitor Services Association Annual Conference, Nashville, TN.

**Kirkessner, Scott, Hartnagel, B., & Watters, M/** (2015, June). *The Research is Out There: Research and Assessment for Campus Visitation.* Presentation at the Collegiate Information Visitor Services Association Annual Conference, Nashville, TN.

**López, Matt** (2014, October). *Year in Review.* Presentation at UofU High School Counselor Conference, Salt Lake City, UT.

**López, Matt** (2014, December). *Statement of Principles of Good Practice.* Presentation at Student Affairs Exempt Retreat, Salt Lake City, UT.


Remsburg, Mateo (2015, July). *Bringing in the Class: Balancing the Needs of the Institution with the Colleges/Departments.* Conference presentation at the ACT Enrollment Planners Conference, Chicago, IL.

g. Faculty appointments. None

V. **Department or AVP Additional Information**

Your AVP may also have specific information that is needed. Some departments also create annual reports for different constituents. You are welcome to include this as additional information but not in lieu of the information requested above.
Appendices:

Appendix A: Enrollment Funnel Data

Appendix B: Red, White & U Day Evaluation

Appendix C: Residency Reclassification Stats

Appendix D: Utah Asia Campus Student Attendance

For additional information, including appendices, please contact either the Office of Admissions (admissions@utah.edu) or Student Affairs Assessment, Evaluation and Research (assessment@so.utah.edu).